ELECTIONS BC
Province of British Columbia

SERVICE PLAN

2004/05 – 2006/07

National Library of Canada Cataloguing in Publication Data

Elections BC.

Service plan. -- 2002/03/2004/05-

Annual.

ISSN 1710-4874 = Service plan (Elections British Columbia)

1. Elections BC - Periodicals. 2. Elections - British Columbia - Periodicals. I. Title. II. Title: Elections BC, Province of British Columbia service plan.

JL438.E43 353.4'8 C2004-960056-7

TABLE OF CONTENTS

SERVICE PLAN
2004/05 – 2006/07

Letter from the Chief Electoral Officer....1

Overview of Elections BC....2

Vision, Mission, Mandate and Goals....3

Core Business Areas

- Event Administration....4
- Voter Registration and Electoral Geography....5
- Public Information....6
- Electoral Finance....7

Elections BC's Organizational Structure....9

Goals, Objectives, Strategies and Results....11

Resources....15

- Resource Summary....16
- Elections BC's Annual Operating Budget (Graph)....17
- Elections BC's 2004/05 Operating Budget by Expenditure Type (Chart)....18
- Preliminary Cost Estimates for Calendared Events....19

Summary....21

Appendix A - Glossary of Terms....22

Letter from the Chief Electoral Officer

The last time I wrote an introductory letter to an Elections BC Service Plan, I had only been the Chief Electoral Officer for a week.

As could be expected, I feel much more engaged with this new Plan which covers fiscal years 2004/05 through 2006/07. However, I also find myself reflecting on the fact that this Service Plan pertains to a very different organization.

During the past year Elections BC has had a turnover of more than 35% of its staff. Some of this was the result of a significant restructuring that was necessary to meet budget constraints recommended by the Select Standing Committee on Finance and Government Services. In addition, a number of long-term employees opted to take the early retirement and voluntary departure programs offered by the Public Service Agency.

At this time, not all vacancies have been filled, but plans are underway to have our full complement of thirty on-going employees in place by the end of June 2004. At that point, we will be less than one year away from the 2005 provincial general election, which will require the organization to hire and train over 30,000 temporary employees.

This Service Plan reflects core organizational strategy - a centrepiece within an overall planning framework for the on-going programs, electoral events and special projects that Elections BC must administer simultaneously.

The significant talent of Elections BC's dedicated employees, a renewed focus built into our changed organizational structure, and the leveraged benefits of collaborative teamwork are being aligned to help us achieve our stated vision to be leaders in electoral administration.

Harry Neufeld
Chief Electoral Officer
April 2004

Overview of Elections BC

Elections BC is a non-partisan Office of the Legislature responsible for the administration of the *Election Act*, *Recall and Initiative Act*, the *Referendum Act*, and the *Constitutional Amendment Approval Act*. Elections BC is the usual name for the Office of the Chief Electoral Officer of British Columbia. The Chief Electoral Officer is responsible for the fair and impartial administration of provincial elections and referendums, recalls and initiatives.

As a statutory Officer of the Legislature, the Chief Electoral Officer reports directly to the Legislative Assembly through the Speaker. As an independent Officer, the Chief Electoral Officer can make orders and regulations, and must exercise the responsibilities of the position in an impartial manner. The Chief Electoral Officer cannot be a member of a political party, make contributions to a party or candidate, or vote in provincial elections. The term of office for the Chief Electoral Officer is from the date of appointment until 12 months after the date set for the return of the last Writ for the second general election for which the Chief Electoral Officer is responsible. The Chief Electoral Officer may be reappointed to further terms of office.

The role of Elections BC is somewhat different from that of the other offices of the Legislature. Whereas their roles are primarily as 'watchdogs', Elections BC has a large operational component in its mandate. Event administration, planning and logistics, policy and procedure development, training, data collection and information maintenance form the core of the office's work. The watchdog responsibilities of Elections BC are focused outside government to ensure that participants in the provincial political, electoral and initiative processes comply with legislation.

The office administers the most comprehensive range of electoral legislation in Canada, with the *Recall and Initiative Act* being unique in the Commonwealth. In performing their duties, the staff of Elections BC are constantly aware of the need to ensure impartiality, accessibility and transparency. Public confidence in the administration of all aspects of the electoral process is essential to maintain a healthy democracy.

Vision, Mission, Mandate and Goals

Vision

To be leaders in electoral administration

Mission

To serve the people of British Columbia, by giving effect to their democratic rights, through fair and impartial administration of the electoral process

Mandate

To administer the provincial electoral process in British Columbia in accordance with the *Election Act, Recall and Initiative Act, Referendum Act,* and *Constitutional Amendment Approval Act*

Goals

1. Excellence in impartial electoral administration
2. Public awareness and understanding of the electoral process
3. Ensuring the electoral process is accessible and inclusive

Core Business Areas

Event Administration

Elections BC is responsible for providing fair and impartial administration of electoral events within British Columbia. These events include general elections, by-elections, referendums, plebiscites and – unique to British Columbia – recalls and initiatives.

Elections BC must maintain a constant state of readiness for by-elections, referenda, recall and initiative campaigns. These events can occur at any time. Elections BC administers multiple events in the average year, often with overlapping time frames.

Under the *Constitution Act*, provincial general elections are now held on fixed dates every four years on the second Tuesday in May. The dates of the next two provincial general elections are:

- May 17, 2005
- May 12, 2009.

A Planning Culture

Logistics and contingency planning are at the centre of many of the activities of the office. Event planning and administration must be flexible to allow for rapid response to emerging issues. Thorough testing of all plans is critical to ensure that Elections BC staff and voting officials are able to perform their duties effectively and that voters have unfettered access to exercising their democratic rights. Voting procedures are well documented, and a set of comprehensive manuals, guides and forms are provided to officials to assist them in administering electoral events. In the absence of prescribed processes in legislation, voting methodologies for referenda and plebiscites are developed by Elections BC staff.

During a provincial general election, Elections BC grows from a base of 30 full-time employees to over 30,000 temporary employees on General Voting Day. To administer a provincial general election, Elections BC must acquire more than one hundred metric tons of election material – including ballot boxes, voting books, forms and signage – to be packaged and shipped across the province. Computer hardware and software must be rented, configured, and staged for short-term installation in as many as 85 district electoral offices. District Electoral Officers and Deputy District Electoral Officers are appointed by the Chief Electoral Officer and are responsible for administering the election in their assigned electoral district and ensuring the provisions of the *Election Act* are observed. District Electoral Officers must be extensively trained to enable them

to fulfill their intense and complex administrative role in delivering electoral events. The District Electoral Officers are responsible for hiring more than 30,000 persons to conduct all aspects of administering voting for approximately three million eligible voters in voting places, extended care facilities, correctional facilities, and in district electoral offices.

Voter Registration and Electoral Geography

Currency and Coverage – A Challenge

Currency is a measure of how up-to-date the provincial voters list is. Coverage is a measure of how many eligible voters are on the provincial voters list. Elections BC has had a continuous voters list for over 70 years, and was the first provincial jurisdiction in Canada to computerize the voters list. Voters list maintenance is supported by computer files from the Vital Statistics Agency of the Ministry of Health, and the Motor Voter Program from which Elections BC receives address updates for voters through the Insurance Corporation of BC. Elections BC is also a participant agency in the Multiple Address Change Web site hosted by the provincial government (www.addresschange.gov.bc.ca).

Over the years, Elections BC has continuously searched for more effective and efficient methods of ensuring the provincial voters list is kept current, complete and accurate. However, a number of issues have caused the voters list quality to deteriorate. British Columbia has the second highest mobility rate of any province in Canada. Results of the 2001 census indicate that over 46% of the population of British Columbia changed their residential address between the general election years of 1996 and 2001. As well, British Columbia's eligible voter population has increased by approximately one million during the past 20 years, but the percentage of registrants has not kept pace with this growth.

Changing Methods of Enumeration

In December 2003, the *Election Act* was amended to remove the requirement to hold a province-wide calendared enumeration, which was projected to cost $15.4 million if done door-to-door. The existence of a continuous list, the availability of numerous registration opportunities and the establishment of fixed election dates for general elections raised the question of the utility and effectiveness of a calendared enumeration.

Elections BC will replace the calendared 2004 enumeration with a targeted voter registration campaign immediately preceding the May 2005 provincial general election. This approach is consistent with that now in place in other Canadian jurisdictions, providing confirmation, update and new registration opportunities when voters see immediate value in registration activities. Currently, legislation does not provide Elections BC with the necessary flexibility to use the federal voters list, or to explore new registration methods such as on-line voter registration. Legislative amendments have been requested to facilitate

improvements and efficiencies in voter registration and list maintenance. The targeted registration campaign is expected to cost between $5.7 and $8.6 million, depending on whether recommended legislative changes are passed in Spring 2004.

In 2003, Elections BC and Elections Canada undertook a scientifically based audit to measure the quality of both the B.C. provincial and federal voters lists in terms of coverage and currency. Results of the audit indicated that as of March 31, 2003, 71% of eligible voters were registered provincially and, of those, 74% were listed at their current address. Merging the Elections BC and Elections Canada voters lists for the province into a combined list has the potential to increase coverage to 95% of the approximately three million eligible voters and increase currency to 77% within this combined list.

Adopting a synchronized list holds the promise of significant savings in voter registration costs and eliminating duplication of effort between the federal and provincial jurisdictions. As well, it would provide better voters lists for both Elections BC and Elections Canada while reducing the response burden on citizens.

Electoral Boundaries and Geographic Data Maintenance

The administration of events also requires maintenance of electoral district and voting area boundaries. These administrative units are the backbone of much of the work of Elections BC. There are currently 79 electoral districts established by the *Electoral Districts Act*, and they have, under section 80 of the *Election Act*, been subdivided by Elections BC into 8,462 voting areas. To ensure consistency in event administration, and to avoid confusing voters, efforts are made to harmonize provincial voting area boundaries with federal polling divisions, municipal and regional district boundaries, and other administrative demarcations.

Accuracy of the voters list is dependent on a comprehensive geo-coded data base of roads and residential addresses to ensure that voters are assigned to the correct electoral district and voting area. Elections BC also maintains a geo-coded data base of commercial and institutional addresses to identify voting places and registration sites.

Public Information

The Chief Electoral Officer is required to provide a broad level of public education regarding voter registration and the electoral process. This includes ensuring the public, media, political parties and other stakeholder groups have access to information, both between and during electoral events.

Participation rates in electoral democracy continue to decline in British Columbia and throughout North America. In the May 16, 2001 provincial

general election, only 55% of the eligible voters voted. The decline in youth participation is also a concern. Only 27% of youth 18 – 24 years of age voted in the 2001 provincial election. In order to ensure strong democratic institutions in the future, participation by all segments of the population is critical. In November 2003, Elections BC introduced a Grade 11 education kit entitled "Democracy in Action: Understanding and Exercising Your Electoral Rights". In March 2001, Elections BC published a Grade 5 education kit entitled "The Election Tool Kit". The purpose of these education kits is to introduce youth to the basic principles of a provincial election. The main message to youth is that voting is an important aspect of participating in society.

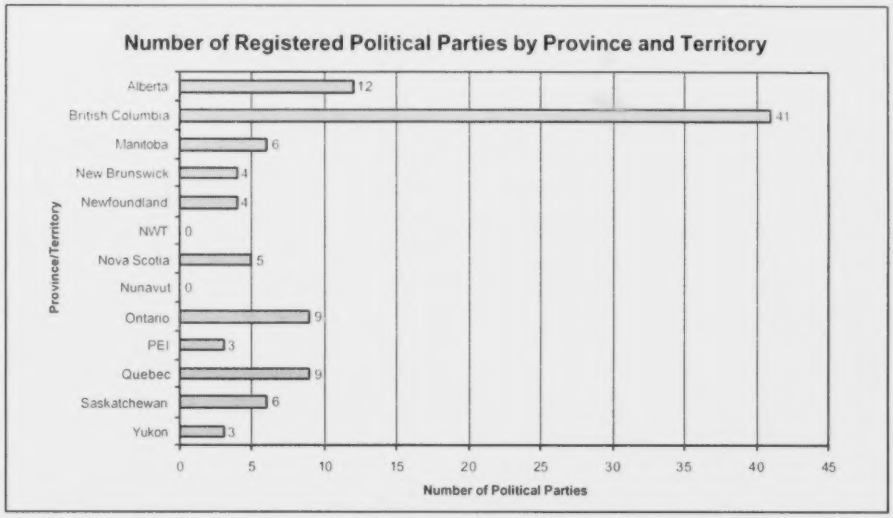
Elections BC has developed a comprehensive Web site (www.elections.bc.ca) which is a popular site for the public, political parties, researchers, and the media.

Previous public education and outreach activities, such as a booth at the Pacific National Exhibition and advertisements on cable stations encouraging voter registration and change of address updates have been well-received, but have been discontinued due to budget constraints.

For each electoral event, a comprehensive communications strategy is developed to ensure timely, effective and efficient communications with our clients, as required under the *Election Act*. Communications tools may include advertising in local newspapers, radio, television, and a province-wide information householder.

Electoral Finance

Elections BC is responsible for the registration of political parties, constituency associations, advertising sponsors and other participants in the electoral and initiative processes. British Columbia has the highest number of registered political parties of any electoral jurisdiction in Canada. As of March 31, 2004, there were 41 registered political parties, 165 registered constituency associations and 43 registered advertising sponsors in British Columbia.



All registered political parties, registered constituency associations, candidates and advertising sponsors must file financing reports after a general election. After the 2001 general election, over 700 financing reports were received. Registered political parties and constituency associations must also file annual financing reports, and leadership contestants must file reports after a political party leadership contest. Recall proponents, Members of the Legislative Assembly who are the subject of a recall campaign, and recall advertising sponsors must file disclosure reports after a recall campaign. Initiative proponents and opponents and initiative advertising sponsors must also file disclosure reports. Every report is scanned and posted to the Elections BC Web site (www.elections.bc.ca) and reviewed by Electoral Finance staff to ensure compliance with the requirements of the *Election Act*.

The financing provisions of the *Election Act* and *Recall and Initiative Act* are supported by comprehensive guides and forms to facilitate compliance with the legislation. Workshops are also conducted for financial agents and political entities to assist them in meeting the requirements of the *Election Act*. In October 2003, Elections BC developed an on-line web-based training site to assist registered and prospective financial agents in obtaining information and clarification needed to complete their financial disclosure reports.

Elections BC is required to conduct periodic investigations of the financial affairs of registered political parties, registered constituency associations, candidates, leadership contestants and advertising sponsors. A risk-based analysis is conducted to ensure that audit resources are used effectively.

Education and outreach efforts have contributed to improving compliance with election financing legislation since the current financing requirements came into force in 1995.

Elections BC's Organizational Structure

Following the 2001 provincial general election, Elections BC was faced with a three year budget reduction of 35%. It became apparent that without significant organizational restructuring, Elections BC would not be able to meet the on-going requirements set out in the *Election Act, Recall and Initiative Act,* and *Referendum Act.*

To meet that challenge, Elections BC Management and staff undertook a review of the vision, goals, and core requirements of Elections BC as an organization. Part one of that exercise was to identify historical weaknesses of the organization. These included:

- An unsuitable organizational structure for meeting business needs and legislated mandate (i.e., preparation and management of multiple, overlapping electoral events)
- Divisional allocation of resources did not facilitate collaboration; "silos" of knowledge and expertise
- Need for improved preparation and management of temporary employees during events (30,000 + during a general election)
- Lack of a comprehensive planning framework and process
- Need for collaborative integration of resources.

Part two of the review was to identify critical factors in defining the future direction of Elections BC. These included:

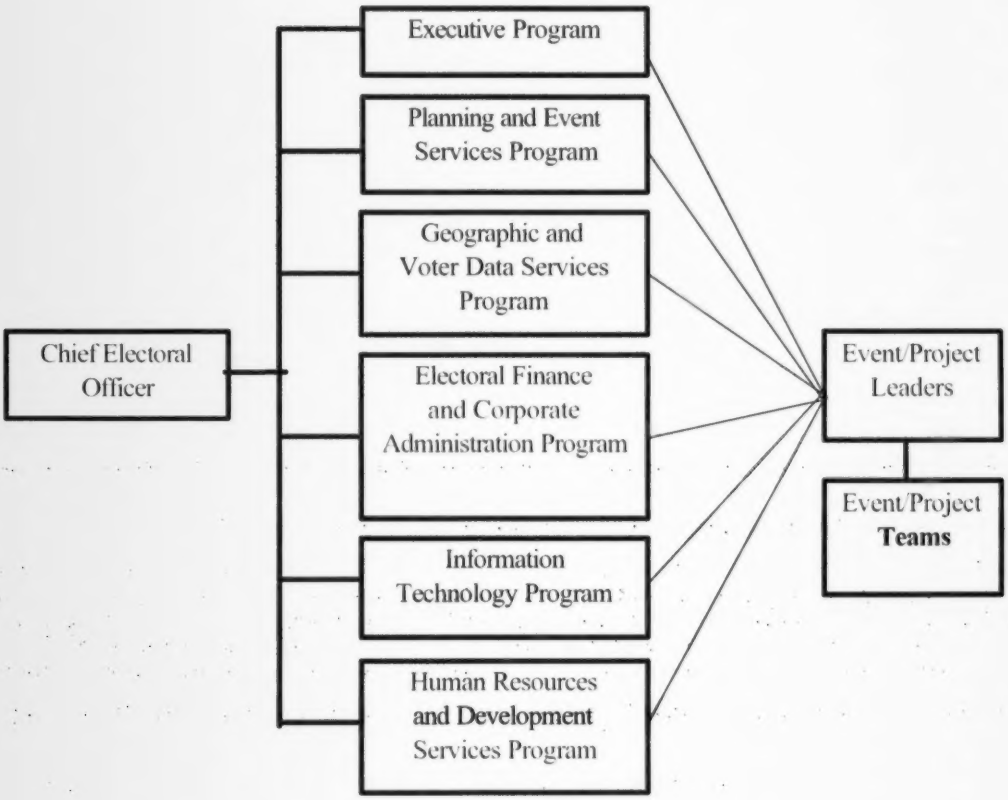
- Event Planning Model – planning and preparing for both calendared and on-demand multiple and overlapping events
- Electoral Event Management Culture – more effective approaches to District Electoral Officer role, contracting, technology and training
- Voters List – using appropriate technology for public registration access and developing provincial/federal/municipal voters list sharing protocols
- Technology – adopting a long term strategy regarding use of internal capacity versus contracting out
- Public Participation – new emphasis on public education and engagement, particularly to improve youth registration rates
- Resources – to be leaders in electoral administration despite annual operating budget reduction of 35%.

A new organizational structure and transition plan was presented to all Elections BC staff in October 2003. By the time this new organizational structure is fully implemented in June 2004, Elections BC will have become a more effective and efficient organization and better positioned to attain its vision of being a leader in

electoral administration. The new organizational structure is designed to meet the operational goals of an event management organization as well as promote innovation and efficiencies – all within the fiscal envelope mandated by the Select Standing Committee on Finance and Government Services.

With the new structure, Elections BC draws resources from each program area to form a core team for each electoral event. The electoral event team brings resources to the planning and execution process with no silos of activity, eliminates overlaps and duplication, increases flexibility and responsiveness, clarifies responsibilities for event delivery and leverages cost efficiencies.

Elections BC's Organizational Structure



Goals, Objectives, Strategies and Results

The descriptions of Elections BC's goals, objectives and strategies in previous Service Plans have been substantially modified to better reflect the new organizational structure and future direction of Elections BC. Elections BC has identified three key goals:

- Excellence in impartial electoral administration
- Public awareness and understanding of the electoral process
- Ensuring the electoral process is accessible and inclusive.

Each of Elections BC's goals, objectives and strategies to be achieved over the next three years are identified, with associated performance measures. Due to the small size of the on-going organization, all program areas must collaborate on achieving these objectives and strategies.

Goal 1 - Excellence in impartial electoral administration

Objective 1 – Efficient, effective and impartial service to voters, candidates, and other clients

Strategies:

- Share and learn from best practices of other electoral agencies
- Implement a comprehensive planning framework
- Advise clients of service standards
- Train Elections BC staff and election officials with a focus on impartiality and service orientation

Measure	2003/04 Base	Target 2004/05	Target 2005/06	Target 2006/07
Client satisfaction	Not available	Establish benchmarks by client group	Establish benchmarks by client group	To be determined

Note: Some client groups are only active during election period (e.g., candidates).

Objective 2 – Produce a high quality voters list for use in electoral events

Strategies:

- Conduct targeted voter registration prior to the 2005 provincial general election
- Research and implement new information sources and methods for voter registration and list maintenance
- Establish data sharing agreement with Elections Canada (assumes legislative change)

Measure	2003/04 Base	Target 2004/05	Target 2005/06	Target 2006/07
Percentage of eligible voters on voters list (coverage)	71%	90%	92%	90%
Percentage of voter records with **correct current** address (currency)	74%	85%	87%	80%

Note: Coverage and currency increase in relation to electoral events due to voter activity and investment of resources and may decline between electoral events.

Goal 2 - Public awareness and understanding of the electoral process

Objective 1 – Citizens of British Columbia are educated on the electoral process

Strategies:

- Issue school kits to all public and independent schools in B.C.
- Communicate with voters and educate them on:
  - 2004/05 targeted enumeration campaign and elimination of a calendared enumeration
  - May 17, 2005 calendared provincial general election
  - maintenance and use of the provincial voters list
  - the provincial electoral process

Measure	2003/04 Base	Target 2004/05	Target 2005/06	Target 2006/07
Percentage of schools using grade 5 and grade 11 education kits	Current data not available	Establish benchmark	To be determined	To be determined
Percentage of positive feedback received via evaluation form from teachers using kits	98%	98%	98%	98%
Voter knowledge on the electoral process	Current data not available	Establish benchmark	To be determined	To be determined

Objective 2 – Timely, accessible and accurate information to the public and other clients

Strategies:

- Ensure accurate and current information available to the public in a timely manner through a variety of sources (e.g., Web site, toll-free 1-800 number, public information materials)
- Further develop and enhance the Elections BC Web site

Measure	2003/04 Base	Target 2004/05	Target 2005/06	Target 2006/07
Currency of information on Elections BC's Web site	Information current within two working days	Information current within two working days	Information current within two working days	Information current within two working days
Timely responses to the public and other clients	95% of responses provided within two working days	95% of responses provided within two working days	95% of responses provided within two working days	95% of responses provided within two working days

Goal 3 - Ensuring the electoral process is accessible and inclusive

Objective 1 – Identify and remove barriers to the electoral process

Strategies:

- Provide voter information in multiple languages
- Improve voting tools for visually impaired voters
- Enhance Elections BC's Web site to make it more accessible
- Communicate with youth, ethnic groups and other client groups to identify and remove barriers
- Implement guidelines to ensure voting place locations are accessible

Measure	2003/04 Base	Target 2004/05	Target 2005/06	Target 2006/07
Percentage of voters satisfied with voting accessibility	Not available	Establish benchmark by survey	To be determined	To be determined

Objective 2 – Identify and implement measures to enhance the inclusivity of the electoral process

Strategies:

- Appoint liaison officers to ensure awareness of inclusivity issues of groups with low participation rates
- Consult with client groups to identify means of making electoral process more inclusive
- Ensure voting officials represent diversity of voters and are trained on equity and diversity

Measure	2003/04 Base	Target 2004/05	Target 2005/06	Target 2006/07
Percentage of voters satisfied with inclusivity of the electoral process	Not available	Establish benchmark by survey	To be determined	To be determined
Percentage of eligible youth (18-24 years of age) registered as a provincial voter	21% (March/03)	50%	65%	60%

Resources

The activities of Elections BC are driven by the legislation it administers and the associated actions of its clients. The timing of by-elections, recall and initiative petitions and other events are not controlled by Elections BC. In consideration of the unpredictable nature of the work of the office, both the *Election Act* and the *Recall and Initiative Act* establish that all necessary expenses required for the administration of those Acts must be paid out of the Consolidated Revenue Fund. The Select Standing Committee on Finance and Government Services recognizes that the budget needs of Elections BC are demand driven and has established a process in which the Chief Electoral Officer advises the Chair of the Committee in writing when additional funds are required. This process was followed in 2002 when an initiative petition was issued and again in 2003 when multiple recall petitions necessitated additional funding.

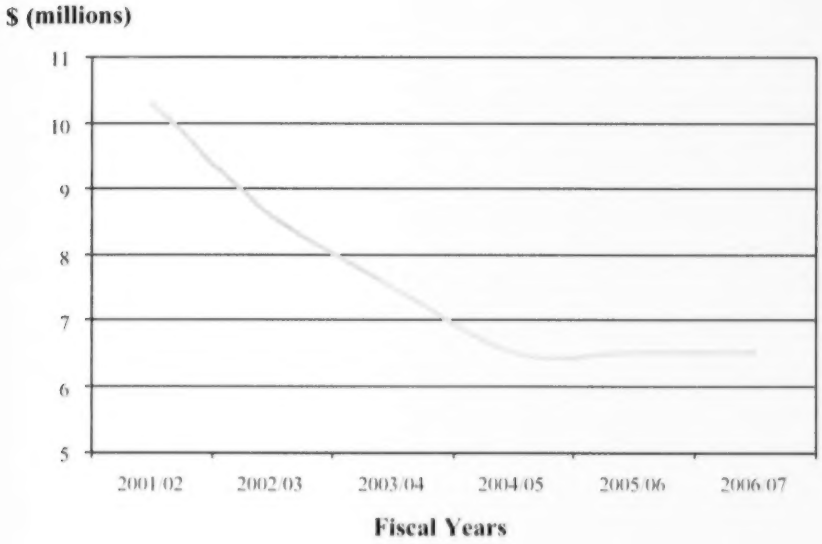
During 2004/05, a targeted enumeration will be conducted in British Columbia in order to ensure that the provincial voters list is sufficiently current and accurate for the next provincial general election, to be held on May 17, 2005. In its report of December 2003, the Select Standing Committee on Finance and Government Services recommended that Elections BC receive an additional $7,000,000 in funding in 2004/05 in order to conduct the targeted enumeration and prepare for the 2005 general election, as well as a potential referendum on electoral reform to be held in conjunction with that election. This preparatory work will include selection of voting places, development and testing of software and training programs, and stocking and packaging all necessary registration, election and referendum supplies.

The following pages provide a summary of the financial and human resources available to Elections BC annually for on-going operations and purchases of capital assets. On-going operating costs do not include costs associated with the detailed planning, preparation and conduct of the targeted enumeration or the 2005 general election. Preliminary cost estimates for those events, as well as the potential referendum, are shown separately.

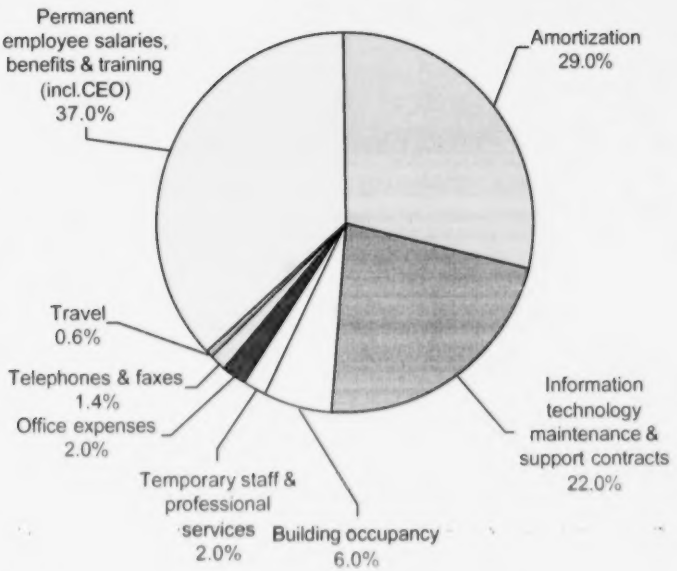
Resource Summary

ON-GOING OPERATING COSTS	2003/04 (forecast) $	2004/05 (planned) $	2005/06 (planned) $	2006/07 (planned) $
Expenses for On-going Operating Costs				
Salaries and benefits of permanent employees	2,286,750	2,217,023	2,217,023	2,261,364
Amortization	1,808,000	1,865,692	1,875,977	1,739,455
Building occupancy charges	452,000	358,028	364,820	371,749
Office expenses and tele communications	418,000	245,280	249,595	254,671
Corporate information systems	600,000	761,920	777,158	792,702
Organizational development project	75,000	-	-	-
Records management project	130,000	-	-	-
Partnership development	37,600	-	-	-
Event readiness program	224,500	47,400	23,700	49,315
Address and boundary maintenance	578,500	391,900	399,738	407,733
Investigations	75,000	25,000	25,500	26,010
Voters list maintenance	435,000	266,633	271,966	277,405
Political entity reporting	147,000	102,212	103,829	105,977
Officer salary	171,250	171,178	171,178	174,601
Voter education	70,400	55,534	27,316	46,818
Total Expenses for On-going Operating Costs	7,509,000	6,507,800	6,507,800	6,507,800
CAPITAL ASSETS				
Expenditures for Capital Assets				
Personal computer hardware and software	42,500	20,000	-	250,000
Mainframe/mini computer hardware and software	566,500	175,000	6,690,000	1,000,000
Office furniture and equipment	-	-	-	-
Tenant improvements	-	-	-	-
Total Expenditures for Capital Assets	609,000	195,000	6,690,000	1,250,000
FULL-TIME EQUIVALENTS (FTEs)	29	30	30	30

Elections BC's Annual Operating Budget
(Electoral Events Excluded)



Elections BC's 2004/05 Operating Budget by Expenditure Type
(Electoral Events Excluded)


Permanent employee salaries, benefits & training (incl.CEO) 37.0%
Amortization 29.0%
Travel 0.6%
Telephones & faxes 1.4%
Office expenses 2.0%
Temporary staff & professional services 2.0%
Building occupancy 6.0%
Information technology maintenance & support contracts 22.0%

Preliminary Cost Estimates for Calendared Events

	Current legislation	Proposed legislation
TARGETED ENUMERATION	**$**	**$**
2004/05	8,100,000	5,200,000
2005/06	500,000	500,000
TARGETED ENUMERATION TOTAL	**8,600,000**	**5,700,000**
GENERAL ELECTION		
2004/05	1,500,000	2,000,000
2005/06	21,500,000	19,700,000
GENERAL ELECTION TOTAL	**23,000,000**	**21,700,000**
POTENTIAL REFERENDUM		
2004/05	77,000	77,000
2005/06	1,100,000	1,100,000
POTENTIAL REFERENDUM TOTAL	**1,177,000**	**1,177,000**
TOTAL OF ALL EVENTS		
2004/05	9,677,000	7,277,000
2005/06	23,100,000	21,300,000
GRAND TOTAL OF ALL EVENTS	**32,777,000**	**28,577,000**

Notes and Assumptions

1. The actual preparation and delivery mechanisms associated with the enumeration, election and referendum events are not yet finalized. Elections BC's Management is aggressively examining all event planning assumptions and is actively looking for ways to contain costs while

ensuring the integrity of the electoral process, compliance with electoral legislation and effective services to the electorate.

Notes and Assumptions *(continued)*

2. The number of eligible voters in British Columbia at the time of the 1991 general election was estimated to be 2,306,860. At the 2001 general election, the number of eligible voters had risen to 2,904,200. According to BC Stats, the projected eligible voter population on May 17, 2005 will be 3,096,523. Inflation figures to 2002 are from BC Stats, and 2003 to 2005 projected inflation figures are from the Ministry of Finance economic planning assumptions.

3. A pre-election targeted enumeration approach will replace the calendared 'general enumeration' requirement. The need to perform a general enumeration three years after each general election was removed via amendments to the *Election Act* in the 2003 Fall session. By comparison, the cost of a door-to-door general enumeration was estimated at $15.4 M.

4. The costs projected for targeted enumeration, either with or without the acceptance of further legislative changes recommended by the Chief Electoral Officer, are based on plans elaborated in the development of enumeration alternatives. They are not based on actual on-the-ground experience with targeted enumeration methodologies in British Columbia.

5. The cost projections associated with the preparations for and administrative execution of the 2005 general election assume the planning and delivery methods employed for the 2001 general election. The costs have been adjusted based on inflation and increases in the eligible voter population. Because of significant environmental changes, these preliminary cost estimates should be considered 'soft'. Factors that may affect actual costs include: closure of Elections BC's four field offices; movement of the Election Supply Depot from Langley to Victoria; changing roles for Government Agent Registrars and Deputy Registrars of Voters; changing roles for District and Deputy District Electoral Officers; organizational restructuring of the Elections BC's headquarters operations; and downsizing of Elections BC's on-going staff complement from 48 to 30.

6. The projected potential costs of a referendum on electoral reform are based on the costs Elections BC incurred in 1991 administering the referendum on initiative and recall in conjunction with a general election. The 1991 costs have been adjusted to reflect inflation and the increased number of eligible voters projected to May 2005.

7. The costs of a 2005 referendum can only be considered 'potential' as the Citizens' Assembly on Electoral Reform is not required to issue their report until December 15, 2004. If they propose that an alternate electoral system be adopted in British Columbia, a referendum will be conducted at the time of the 2005 general election.

8. The 2004/05 projected cost of preparing for the referendum on electoral reform is based on the same ratio of costs associated with the preparation vs. delivery of the general election, assuming no changes to relevant legislation. Due to the time needed to adequately plan, Elections BC needs to prepare for the possibility that the referendum will occur.

Summary

Elections BC is proud to serve the people of British Columbia by ensuring they are provided fair access to exercise their democratic rights through the impartial administration of the electoral process.

During the coming months, Elections BC will plan and conduct three major events – a targeted enumeration, a provincial general election, and a possible referendum to be held in conjunction with the election. These events require thousands of hours of careful planning to ensure their effective administration.

With a 35% budget reduction, there have been many major changes to Elections BC. These include the loss of knowledge from valued employees whose employment was terminated due to downsizing, the closure of four regional offices, organizational restructuring, new technology, new roles of District Electoral Officers and District Registrars of Voters, and other internal changes.

Elections BC is dedicated to meeting the upcoming challenges with professionalism, while ensuring continued excellence in the impartial administration of the electoral process. Elections BC continues to evolve as it works toward being a leader in electoral administration.

Appendix A

Glossary of Terms

By-election	An election other than one conducted as part of a general election.
District Electoral Officer	One District Electoral Officer is appointed by the Chief Electoral Officer for each electoral district to administer elections in that district.
Enumeration	The registration of voters by residence-to-residence visitation or by another method directed or authorized by the Chief Electoral Officer.
General election	Elections called on the same date for all electoral districts in the province to elect all Members of the Legislative Assembly.
Geo-code	To identify the specific geographic location of an address so it may be associated with its current electoral district and voting area.
Initiative petition	A petition under the *Recall and Initiative Act* regarding the introduction of a proposed law in the Legislative Assembly.
Initiative vote	If the Select Standing Committee refers a successful initiative petition and draft Bill to the Chief Electoral Officer, the Chief Electoral Officer must hold an initiative vote under the *Recall and Initiative Act.*
Plebiscite	An expression of opinion of voters on any matter of public concern. The Lieutenant Governor in Council may direct the holding of a plebiscite and issue the necessary Regulations. A plebiscite is not binding on the government that initiated it.
Recall	A process under the *Recall and Initiative Act* to remove a Member of the Legislative Assembly from office between elections.

Referendum	If the Lieutenant Governor in Council considers that an expression of public opinion is desirable on any matter of public interest or concern, the Lieutenant Governor in Council may, by regulation, order that a referendum be conducted under the *Referendum Act*. A referendum is binding on the government that initiated it.
Voters list	The voters list is prepared and maintained by the Chief Electoral Officer, and contains the names and residential addresses of registered voters in each electoral district.
Voting area	An electoral district is divided into voting areas for the purpose of assigning voters to voting places. A voting area is generally a geographic area containing no more than 400 registered voters.